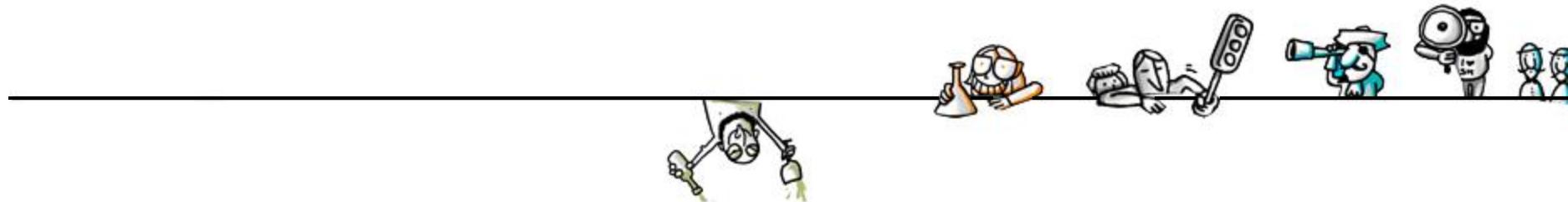


CT436



DISCIPLINED ENTREPRENEURSHIP

Steps, 1,2, 3, and 4

Dr. Owen Molloy

Pick your best / favourite idea

Take your idea – expand on it – reference your research

- What is the idea and what does it do?
- What problem does it solve?
- Who are the customers?
- What value does it provide to the customers?
- Who are your competitors?
- What is your USP?
- Who/what would need to be involved to make it a reality?

Justify – Build a solid, justifiable case

Try creating an...*Elevator Pitch*

The benefit

The differentiator

The ask

Elevator pitch

- Components:
- **The benefit.** This is *not* the product or service but what the customer will get if they buy/use your product. Why should they care? What's in it for them? That's the questions you want to answer.
- **The differentiator.** How are you different from all the stuff out there?
- **The ask.** The elevator pitch generally should end with a call to action. What would you like to get from your audience? Most of the time it is to get another meeting to continue the conversation, or to get feedback, or some such.

Elevator pitch -> Zen Statement

- Elevator pitch : Helps to clarify and communicate ideas
- A Zen statement : Helps to crystallize your idea

My idea is...

“A {product/service description} for {target customer} that {key value} enabling {primary benefits} unlike {existing alternatives}.”

My idea is “A portable music player for audiophile music lovers that plays music files from lossless formats enabling improved quality unlike iPods and other compressed file players.”



My idea is...

“an amusement park for bored people that entertains and amuses enabling safe fun unlike carnivals and fairs”

My idea is...

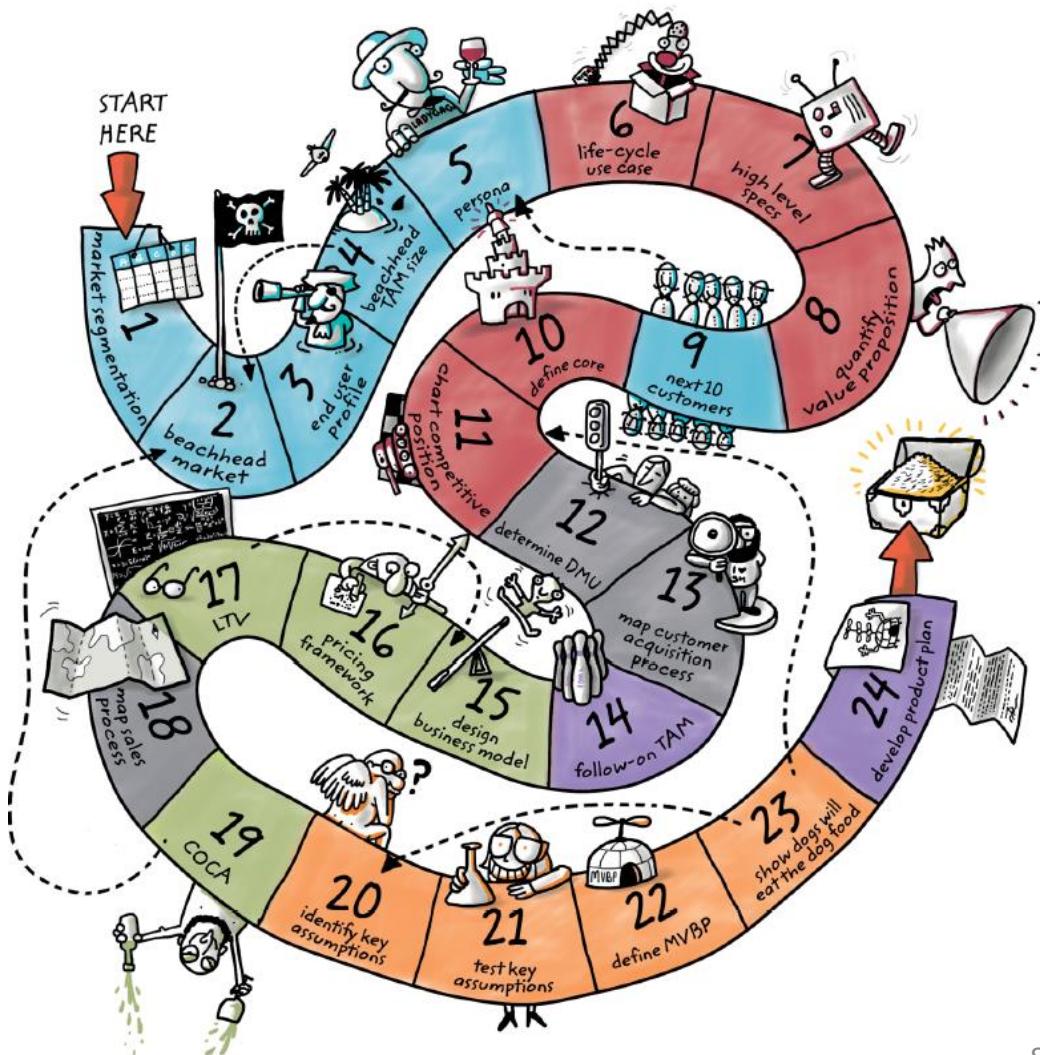
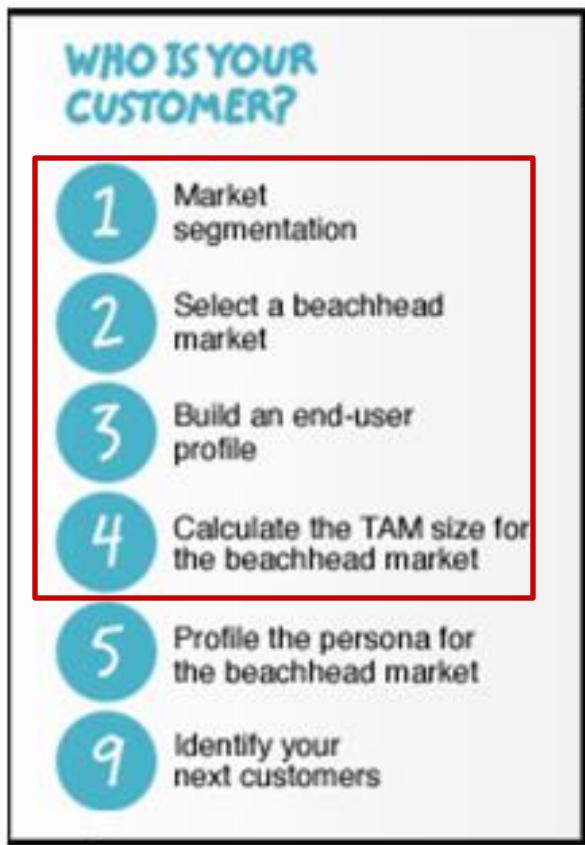
“unimaginable experience for all the family that creates incredible memories of a lifetime unlike other shared experiences”

Next steps

- You have your initial idea
- You have your initial team
- Now what?

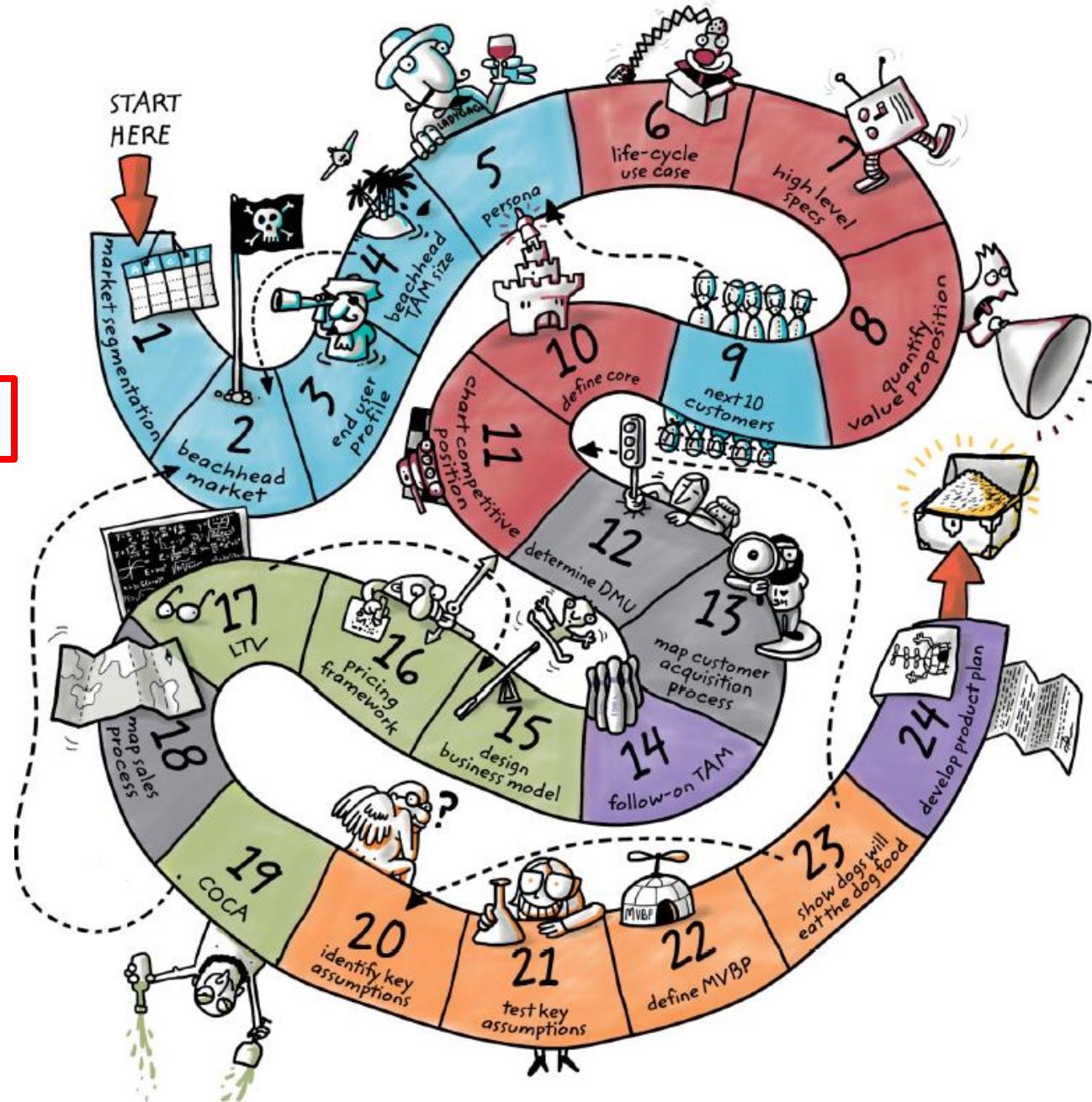
Understand → The Market → The client → The Technology

(1, 2, 3, 4, 5, 9, 11)



WHO IS YOUR CUSTOMER?

- 1** Market segmentation
- 2** Select a beachhead market
- 3** Build an end-user profile
- 4** Calculate the TAM size for the beachhead market
- 5** Profile the persona for the beachhead market
- 9** Identify your next customers



What's one of the most important components of a new commercial enterprise?

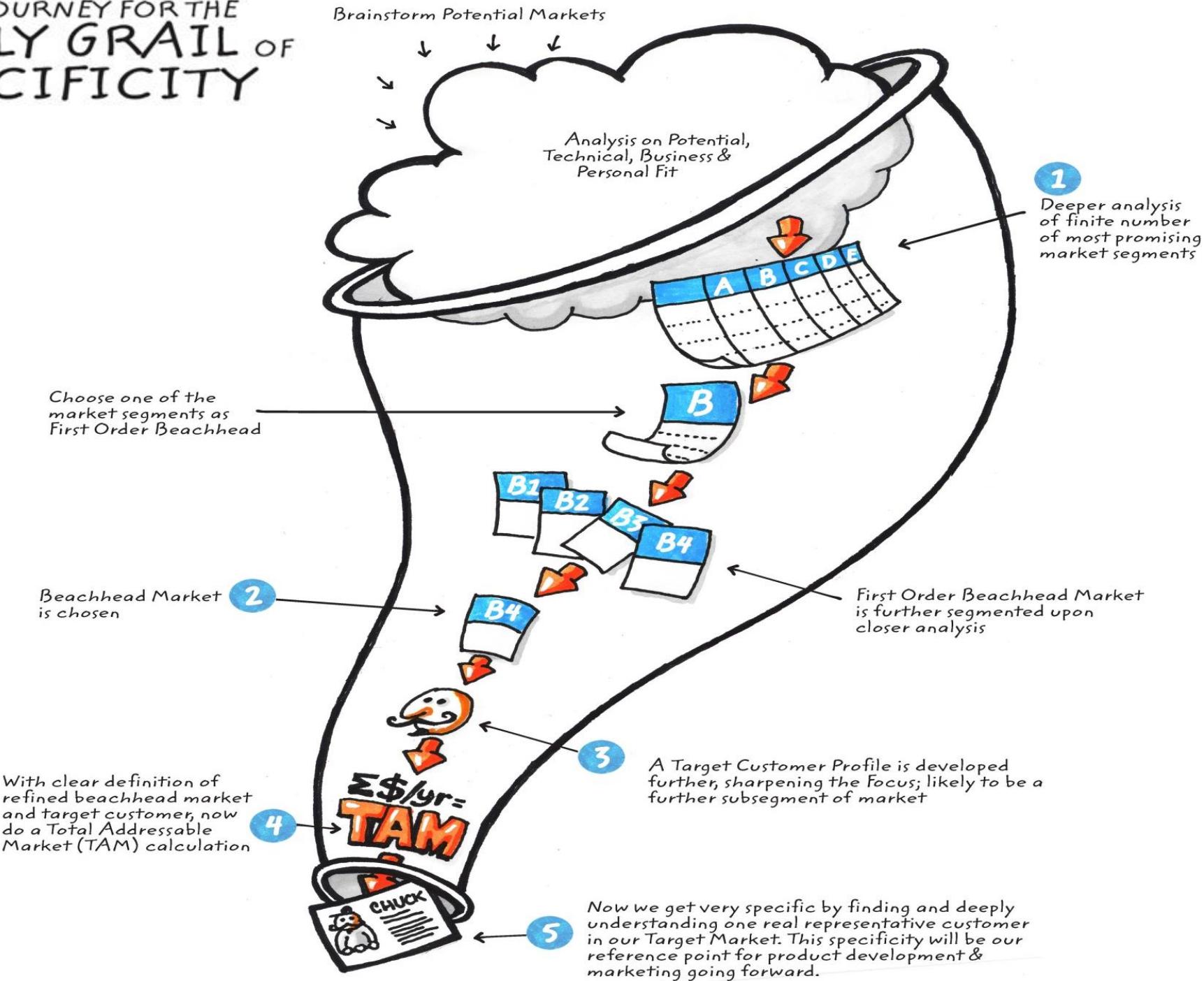
Paying customers



Step #1: Market Evaluation



THE JOURNEY FOR THE HOLY GRAIL OF SPECIFICITY





Fill out Form

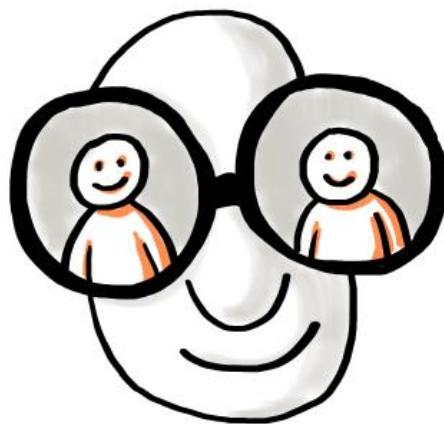
What is my idea or technology?

What industries and end users could my idea or technology apply to?

Stage 1 : Brainstorm



Very Important Step



*Seeing the world
through
the eyes of the
customer*

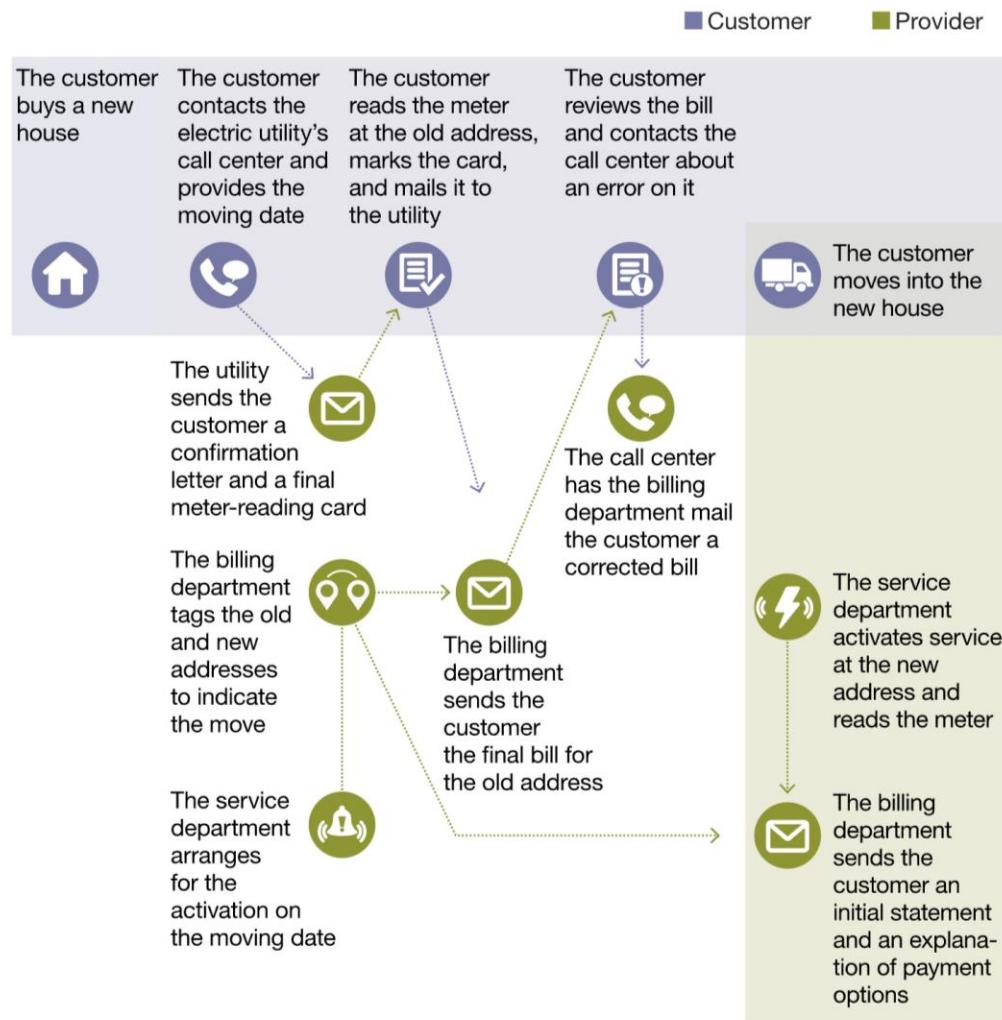
vs.



*Seeing the world
through
the perspective
of the company*

Customer journey

- It is useful to consider to look at the end-to-end customer journey as perceived by the customer, not just the 'touchpoints' where the customer interacts with the customer
 - It's a subtle but useful distinction to make, especially when it comes to understanding the customers experience



- According to McKinsey, 6 actions are critical to managing customer-experience journeys (articles elsewhere in this volume explore several of these topics in depth):
 - Step back and identify the nature of the journeys customers take—from the customer's point of view.
 - Understand how customers navigate across the touchpoints as they move through the journey.
 - Anticipate the customer's needs, expectations, and desires during each part of the journey.
 - Build an understanding of what is working and what is not.
 - Set priorities for the most important gaps and opportunities to improve the journey.
 - Come to grips with fixing root-cause issues and redesigning the journeys for a better end-to-end experience.

<https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/from-touchpoints-to-journeys-seeing-the-world-as-customers-do#/>



Fill out Form

Stage 1B: Narrow

Top Target Markets to consider for my product/service

Considerations in Narrowing the Field

Next Exercise: Narrow the Field



Fill out Form



- List your top 5/6 candidate markets

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

Primary Market Research (PMR)

1. Starts now ...
2. And never ends
3. Underlies almost every single step of 24 steps



PMR

- Customer interviews
- Observational research
- Immersion
- Secondary research - reports
- User tests
- Focus groups
- User-driven innovation : **users** have an increasingly large influence on the available commercial offers, participating in the process of creating products/ services which they purchase

Primary Market Research

EXAMPLES OF PMR

Contextual interview: Interview subject where product will be used

- A sleep product



Structure the interview for consistency, ask open ended qs, let the subject lead



Set up gear

Warm up chat

“Tell us the story of sleep in your house”

House tour

Discuss sleep problems

Probe expectations

Show product idea if and only if there's time left over and they ask

Observation: Learning things people cannot articulate



In this project, we are trying to understand people's showering habits

Take shower footage of volunteer subjects (clothed)

What kind of info. would you learn?

SHOWERING HABITS

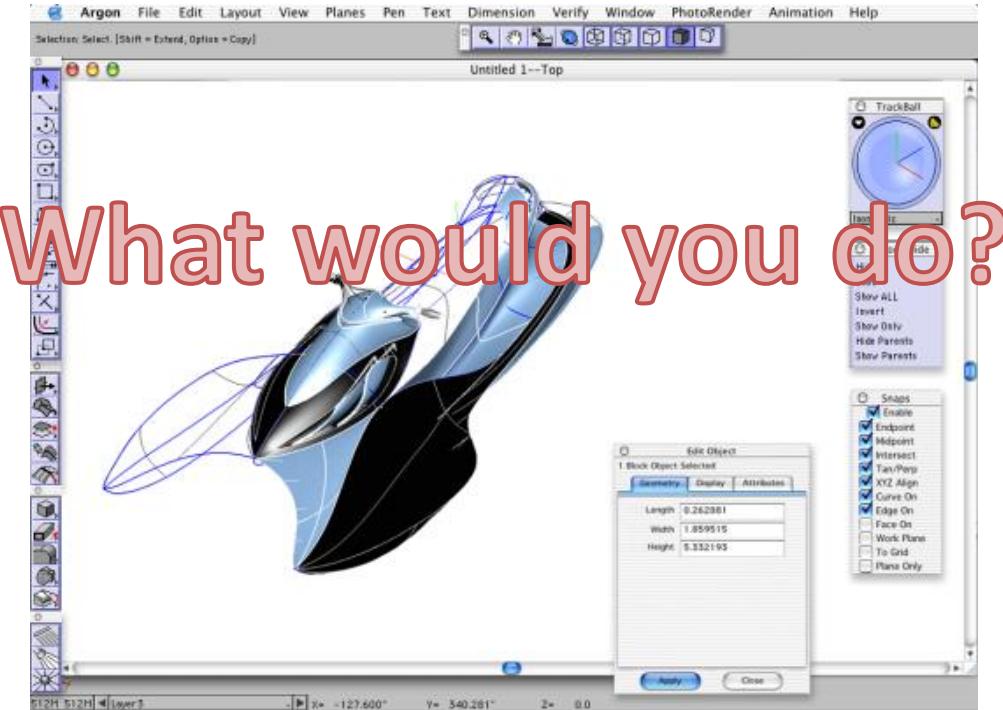
Observation: Learning things people cannot articulate



% time people stand facing the showerhead versus the other way, etc.
Data that no one can tell us with words

SHOWERING HABITS

Immersion: become the user



What would you do?

In this project, we are trying to understand the usability of 4 competitive CAD programs

Different users with varying levels of expertise will spend time on each application, designing the same set of parts and documenting experiences in learning and mastering each application

Longitudinal diary studies: learn things over days/weeks, not over 1-2hrs

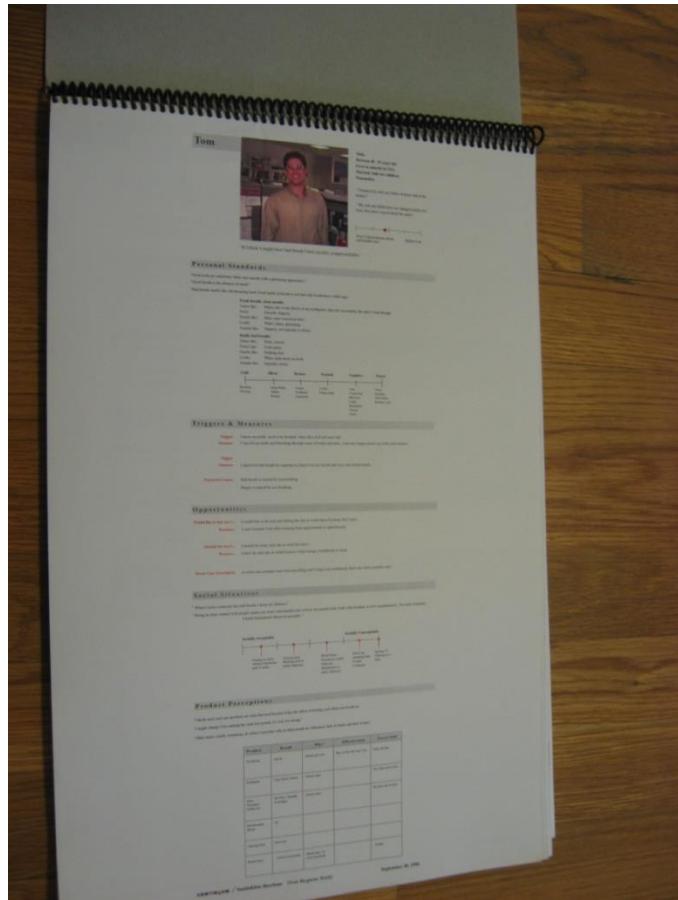
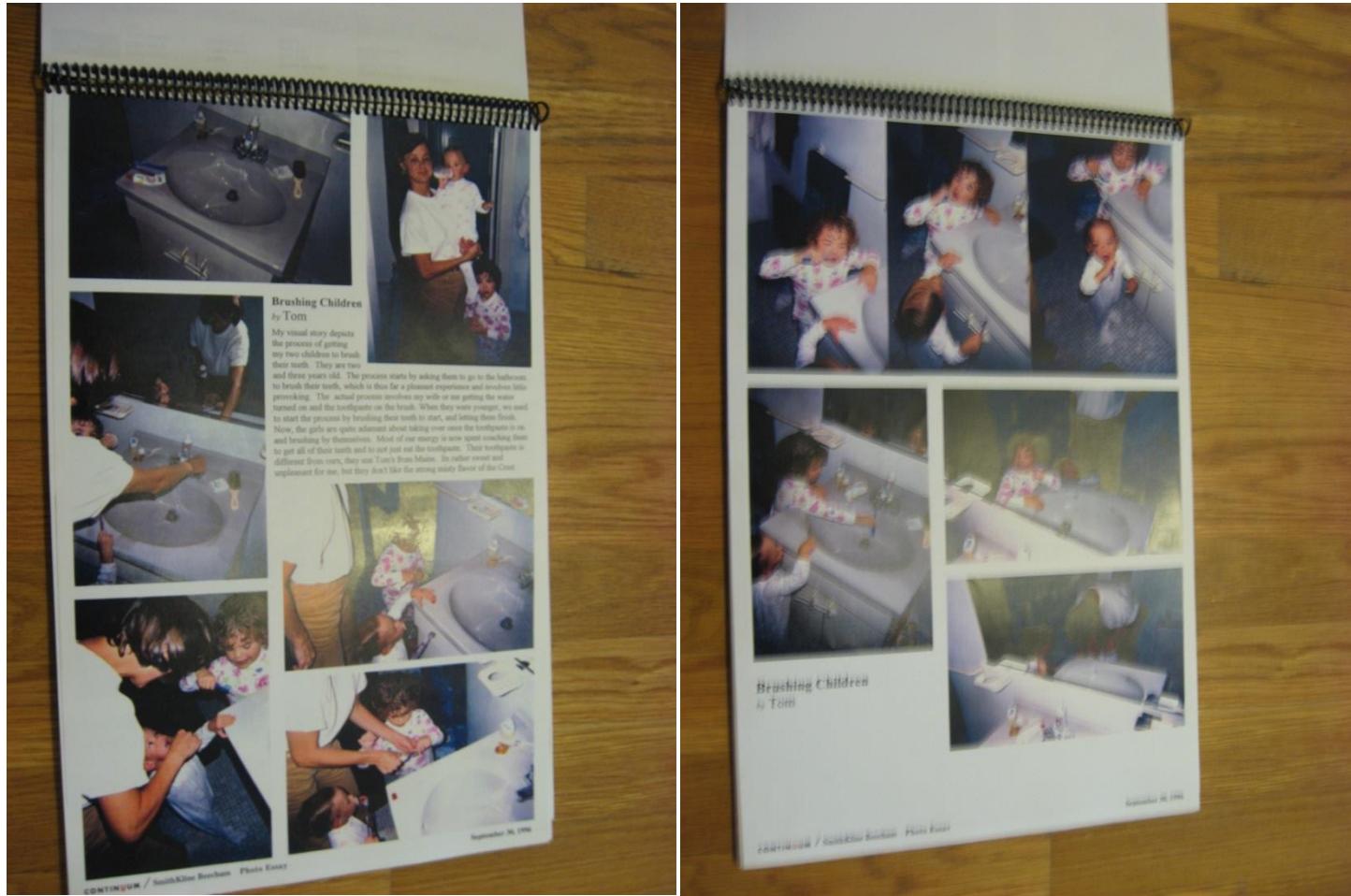


Photo essays: use imagery to capture the context



Usability benchmark: Give users a task, watch them struggle and learn why



Focus groups : Ask targeted questions



Image credit: msresearchinc.com

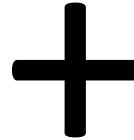
Landing page: interest/purchase intent tests

The screenshot shows the Unbounce dashboard with 12 landing pages. A specific landing page for "Cheezburger Sites" is highlighted. The landing page features a cartoon cat, a blue background, and text encouraging users to "Showcase Your Humor". It includes sections for "Nyan Land", "Meme Base", "FAIL Blog", "I Can Has Cheez Burger", and "The Daily What?". Below these are sections for creating a personal site, sharing lolcats, and joining the Cheezburger Network.

One way to test vaporware:

- Put up a landing page with a call to action and see if anyone clicks
- Call to action may lead to:
 - Email capture ("Notify me when Product X is ready")
 - Credit card capture ("Your CC will not be charged until we ship you Product X")
- Use a hosted drag-drop design interface with integrated analytics (e.g. unbounce.com or quickmvp.com) to minimize development time
- Conversion metrics will validate/invalidate your hypotheses about a whole host of things

Successful PMR is a continual iteration of



© Can Stock Photo

Engaging People

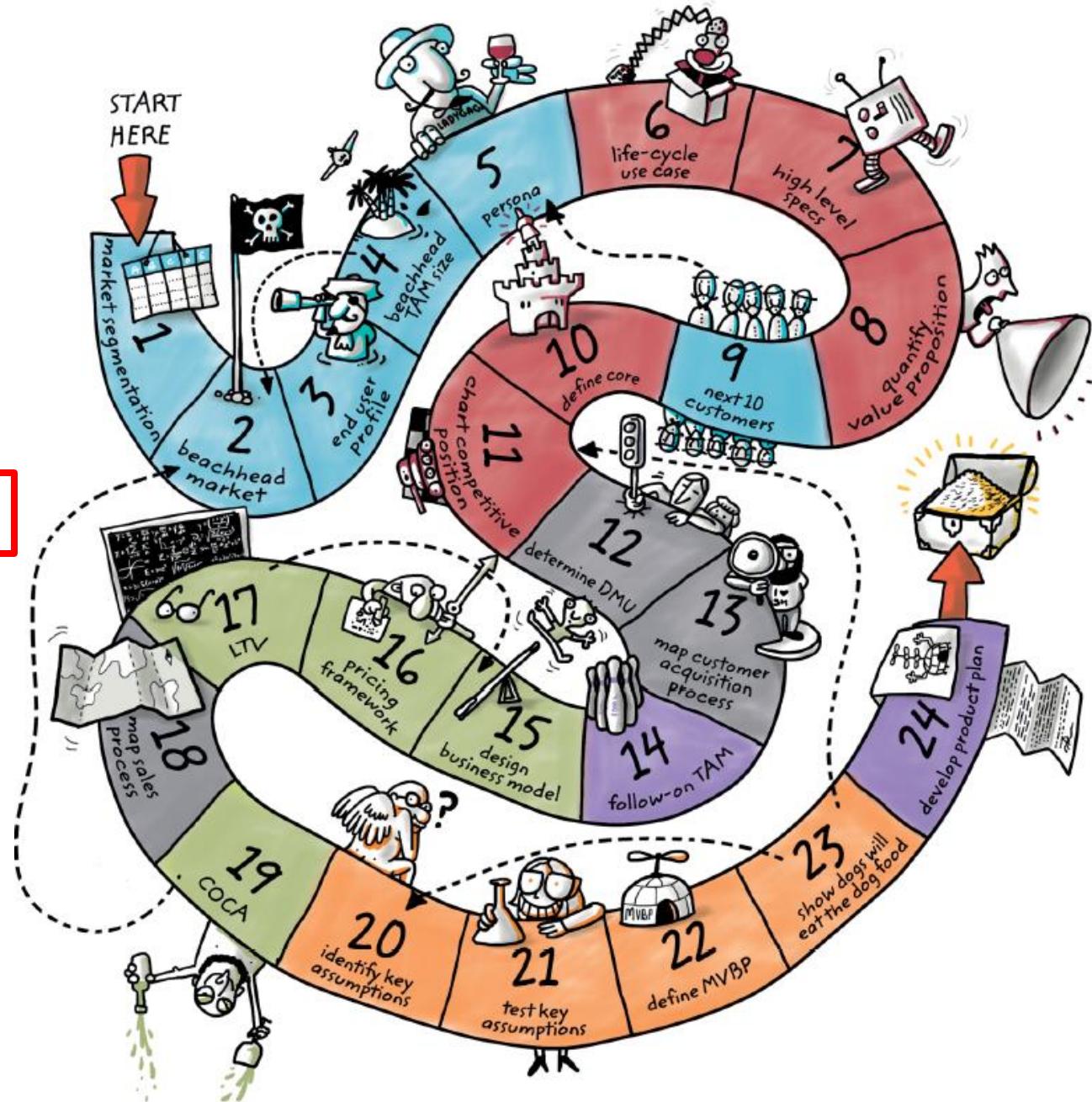
Common Sense- Data
Skills/Analysis

templates

- Look at Disciplined Entrepreneurship
workbook templates

WHO IS YOUR CUSTOMER?

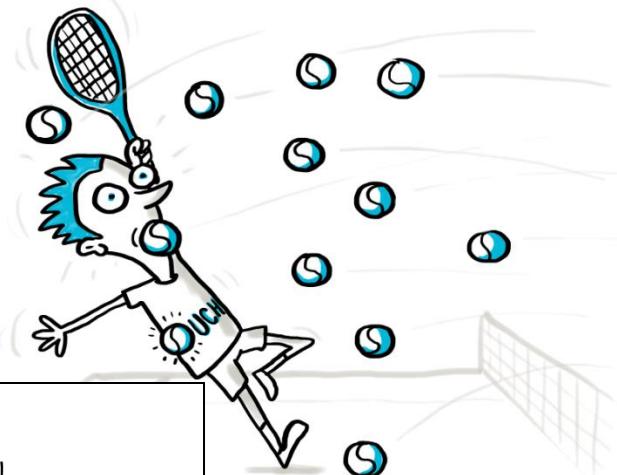
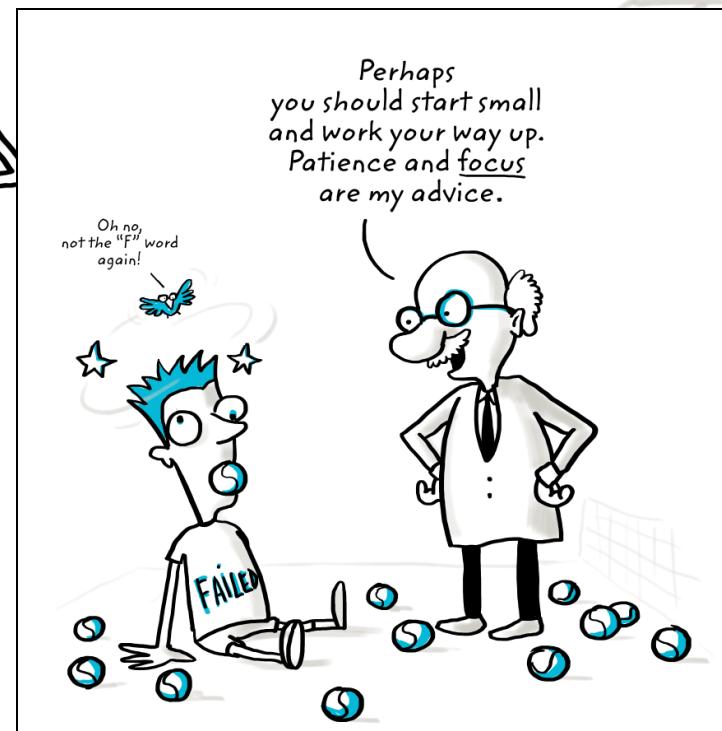
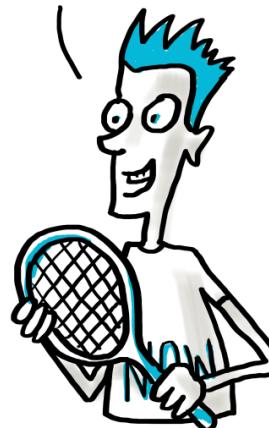
- 1 Market segmentation
- 2 Select a beachhead market**
- 3 Build an end-user profile
- 4 Calculate the TAM size for the beachhead market
- 5 Profile the persona for the beachhead market
- 9 Identify your next customers



Step #2: Select 1 Beach Head Market

Son,
to become
a great tennis player
you need to play
a lot of tennis
and beat the best
on the way

That is clear
and I want to do it
as soon as possible
so I will follow
this plan
tomorrow.



Why is it called a Beach Head Market?

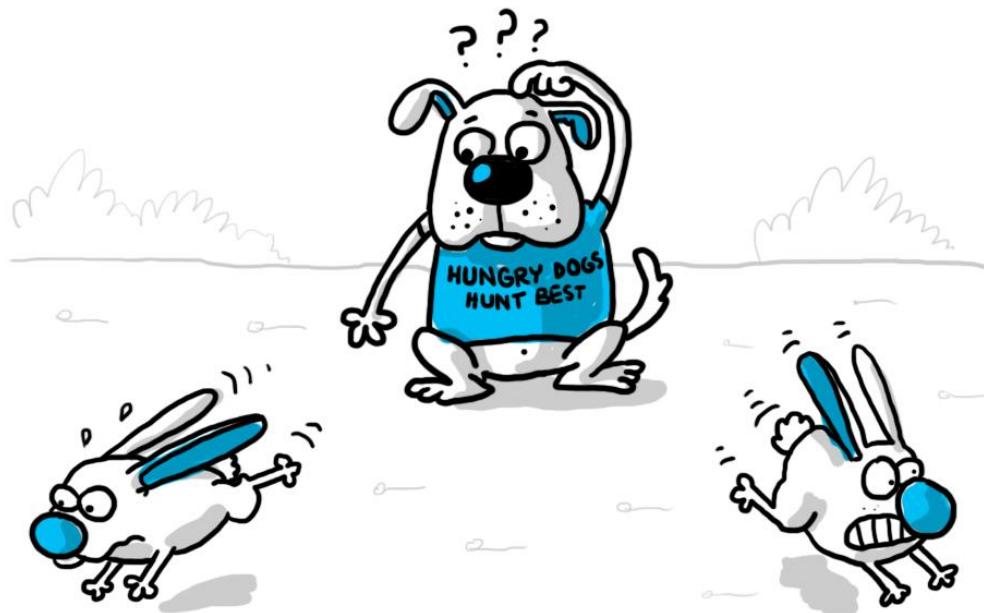


Your beachhead market is where, once you gain a dominant market share, you will have the strength to attack adjacent markets with different offerings, building a larger company with each new following

Why Only One Market?

“PERSON WHO CHASES TWO RABBITS CATCHES NEITHER”

— ROMANIAN PROVERB



These are 3 conditions that define a market

- To be a market, it must have the following three characteristics:
 - ✓ Will buy same product
 - ✓ Similar sales process (persona, value prop etc.)
 - ✓ Word of Mouth (WOM) exists

Take your top 5/6 candidate markets

- List your top 5/6 candidates

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Decide your BHM



Fill out Form

Considerations for Choosing BHM

	Industry 1	Industry 2	Industry 3	Etc.			
End user							
Target customer well-funded?							
Out of 10							
Target customer readily accessible to sales force?							
Out of 10							
Target customer's compelling reason to buy?							
Out of 10							
Can you deliver a whole product?							
Out of 10							
Is there entrenched competition?							
Out of 10							
Can you leverage this segment to enter others?							
Out of 10							
Total							



In business, particularly startups, the **beachhead strategy** is about focusing your resources on one key area, usually a smaller market segment or product category, and winning that market first, even dominating that market, before moving into larger markets



RYANAIR



Who was their BHM?

Fliers interested in low cost –
trimmings removed

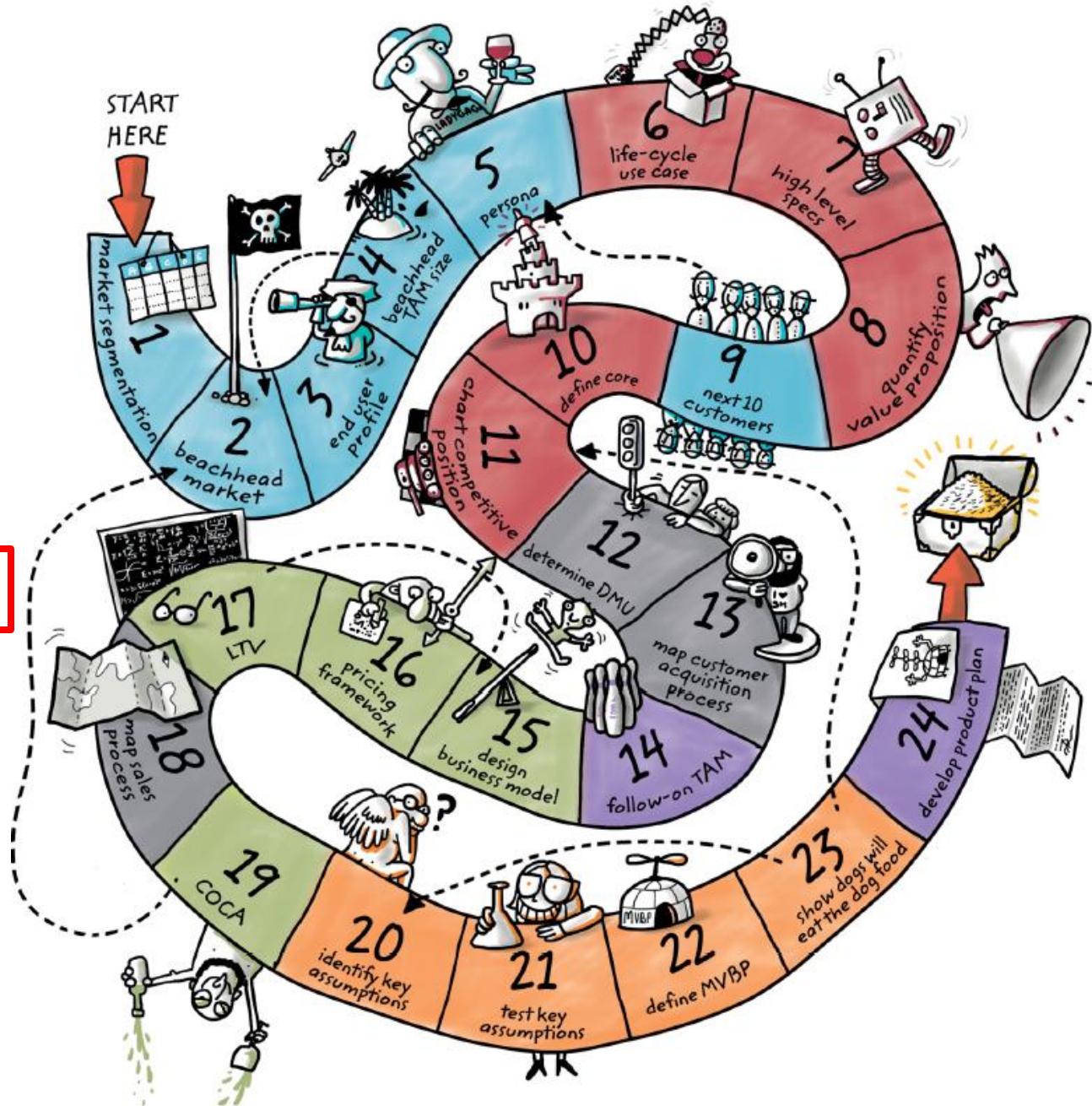


Who was their BHM?

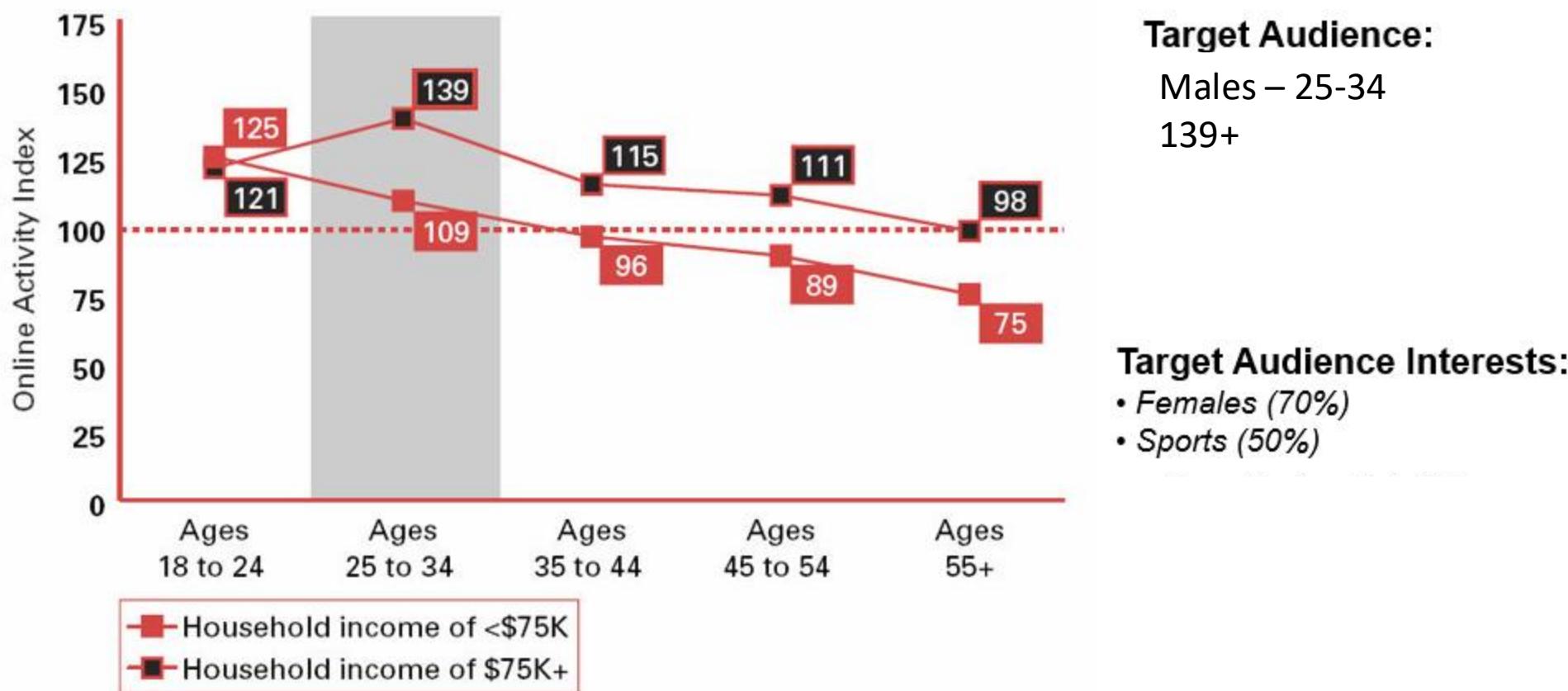


WHO IS YOUR CUSTOMER?

- 1 Market segmentation
- 2 Select a beachhead market
- 3 Build an end-user profile
- 4 Calculate the TAM size for the beachhead market
- 5 Profile the persona for the beachhead market
- 9 Identify your next customers



Target Customer definition



Target Customer definition

- Goal is to create a description of a narrowly defined subset of end users with similar characteristics with similar needs
- Potential Characteristics; • Gender • Age • Income range • Geographic location
- What motivates them • fears / challenges / desires•
- Where do they go for holidays, dinner, before work?
- What newspapers / social media / websites / tv radio / podcasts / films / do they consume? Do they read?
- Their reason for purchasing your product
- What makes them special and identifiable?
- What is their story?

Sample Customer Profiles

Gender	Male, female
Age	17-40 years old
Region	East of Ireland
Occupation	Student, young professional, internal migrant, middle management
Social level	Medium, high
Characteristics	Has a smartphone
User category	Early adapters, technologically advanced
Other	Active users of social networks, outgoing personalities

Ride Sharing

Identifying
categories /
ranges,
not a person



Urban Cake Shop

- **Morning commuters** : are most concerned about getting to work on time with a fresh cup of coffee. They'll keep coming back to the business as long as Urban Cake Shop is well-staffed during the morning rush and provides high-quality coffee and fresh pastries. Coupons also work great to encourage frequent visits.
- **Seasonal celebrators** : have a much stronger connection to this business; custom cake/treat orders serve their family parties where they can also be a major talking point. Price and coupons are less effective since these customers are willing to pay a premium. Instead, they're motivated by unique seasonal creations, which are shared with them on Urban Cake Shop's Instagram and Facebook.
- **One time weddings** : have huge catering orders for one-time weddings. It's a unique segment in that they rarely order more than once, yet still make up a huge portion of Urban Cake Shop's revenue. Wedding customers prioritize taste and ease of service above all else. The last thing they want is an extra hassle on their wedding day, so the business strives to do their best to alleviate their anxieties with bonuses like free deliveries and in-store tastings.
- **Casual drop ins** : just drop in for some novelty cakes and/or tea/coffee



Abridged Customer Profile



Morning Commuters

Description

Age range

What's most important to them?

How to market to them?

Seasonal Celebrators

One-time Weddings

Preferred channels?



Abridged Customer Profile



	Morning Commuters	Seasonal Celebrators	One-time Weddings
Description	Come often, spend little. Our most common customer stops in for a quick coffee and pastry in the morning.	Middle-aged matriarchs catering their celebrations. A smaller segment, but our biggest source of revenue.	Though only a tiny portion of our customers, newlyweds-to-be make up 15% of our revenue.
Age range	25 - 45	35 - 55	26-42
What's most important to them?	Fast service and fresh food/coffee	Unique seasonal treats that make celebrations special	Unique flavors, attentive service, delivery option
How to market to them?	Use sidewalk promotions to draw them in. Loyalty rewards and email coupons will bring them back.	Email marketing with seasonal/holiday promotions. Also, show off latest creations on Instagram.	Use targeted Facebook ads to draw them in. Continue promoting with wedding, newsletter, & Instagram/Pinterest posts.
Preferred channels?	Email, Loyalty App	Email, Instagram, Facebook, Direct Mail	Email, Facebook, Pinterest



Fill out Form

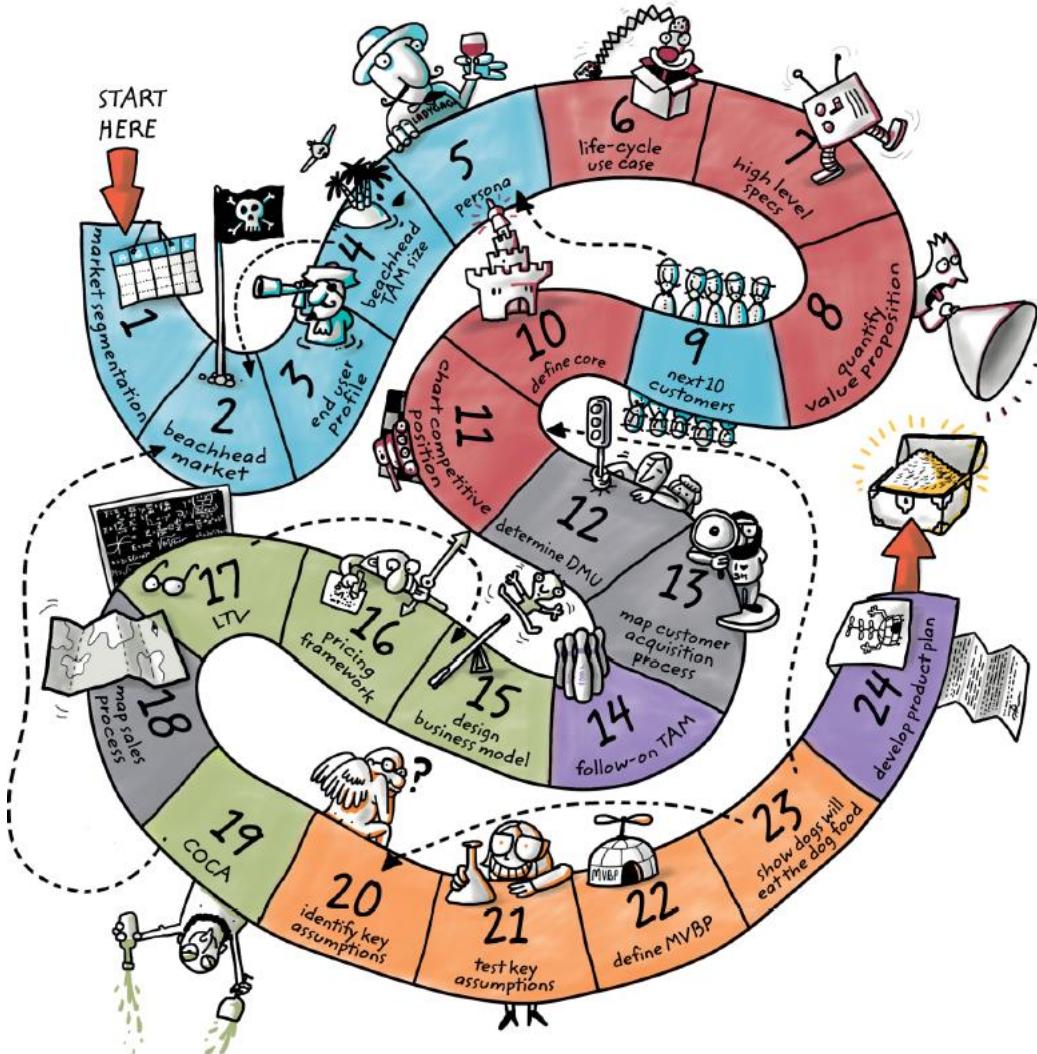
Category	Your target customer profile	Justification
Gender		
Age range/ages		
Occupation		
Region (if relevant)(
Social level		
Characteristics		
Pain points		
What they want		

- Your analysis of your target customer is not comprehensive, but the End User Profile points you in the right direction for future steps
- Journey to specificity
- Build the company around the customer's needs, not based on your interests and capabilities

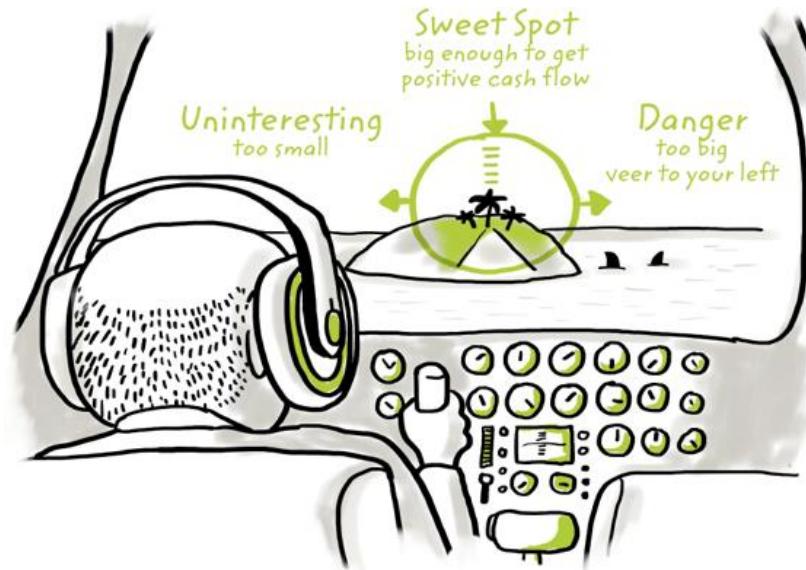


WHO IS YOUR CUSTOMER?

- 1 Market segmentation
- 2 Select a beachhead market
- 3 Build an end-user profile
- 4 Calculate the TAM size for the beachhead market
- 5 Profile the persona for the beachhead market
- 6 life-cycle use case
- 7 high level specs
- 8 value proposition
- 9 next 10 customers
- 10 define core position
- 11 chart competitive position
- 12 determine DMU
- 13 map customer acquisition process
- 14 follow-on TAM
- 15 business model
- 16 pricing framework
- 17 LTV
- 18 map sales process
- 19 COCA
- 20 identify key assumptions
- 21 test key assumptions
- 22 define MVBP
- 23 show dogs will eat the dog food
- 24 develop product plan



Step 4 : TAM



Beachhead TAM calculation
is your sanity check
that you are headed
in the right direction

Step 4 : TAM sizing for first market

Make a first pass TAM (Total Addressable Market) calculation for your beachhead market. This is how much annual revenue there is available to you for your product if you achieved 100% market share. This is only for your first market which you should be able to do with some clarity.

The strong preference is for a bottoms up type of analysis where you can show from your primary market research how many of the potential customer you have identified and then extrapolate this to the broader market. Complementary to this but much less compelling on its own, is a tops down analysis where you are working with market analysis reports and extrapolating without direct interaction and validation. Often, very important subtleties are missed in tops down analysis.

TAM

Total Addressable Market (TAM) is the total available opportunity for your product or services

The Total Addressable Market (TAM) for your beachhead market is the amount of annual revenue (€ per year) your business would earn if you gain a 100% share of that market.

TAM, SAM, SOM

- **TAM: Total Available Market.** This is the total market demand for a product or service, assuming there are no limitations on factors such as geography, price, or distribution.
- **SAM: Serviceable Available Market.** This is the part of the TAM that a business can realistically target and serve, taking into account limitations such as geography, pricing, and distribution.
- **SOM: Serviceable Obtainable Market.** This is the portion of the SAM that a business can realistically capture, based on factors such as the company's marketing and sales capabilities, competition, and market saturation.
- In short, TAM is the total market demand, SAM is the portion of the market that a business can realistically target, and SOM is the portion of the SAM that a business can realistically capture.

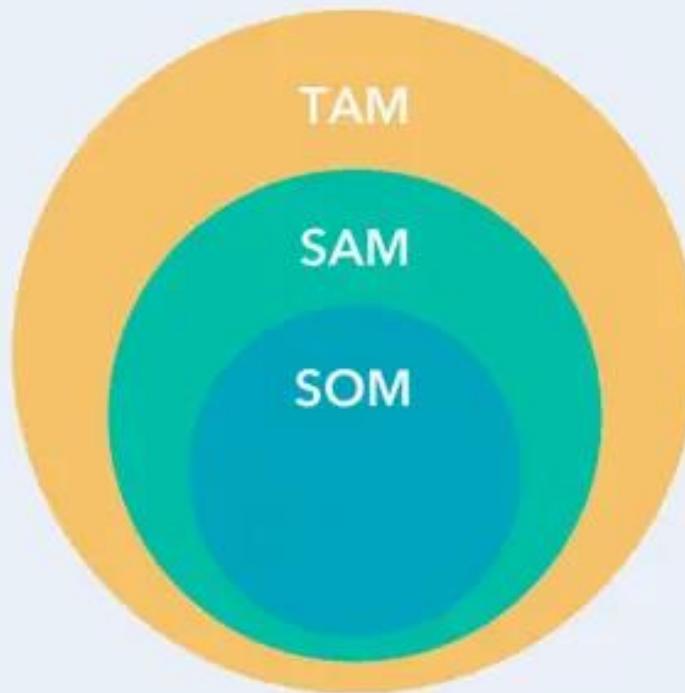
TAM SAM SOM

Total Addressable Market

Total market for your product.

Serviceable Obtainable Market

Percentage of SAM you can realistically capture.



Serviceable Available Market

Portion of the market you can acquire based on your business model (your targets).



Market Size – Rental Units in USA



¹US Department of Housing and Urban Development, 2015

²National Multifamily Housing Council

³ <http://www.landlordstation.com/blog/new-york-city-apartment-rental-statistics/>

**assume 2 residents/unit (reference: BuildingLink); *assume 30% user adoption & \$1/mo/user

TAM

Total Addressable Market (TAM) is the total available opportunity for your product or services

Top down & Bottom up

Top down : uses industry research to estimate the size of your addressable market

TAM example

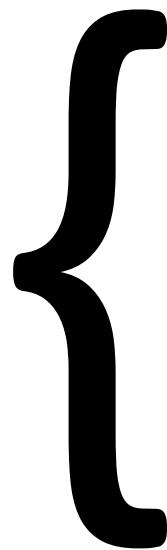
App to track pregnancy



Market segments?

TAM example

Market segments



App to track pregnancy

- Pregnant women
- First time mothers
- Fathers to be
- Family
- Close friends
- Doctors



What are the main requirements of an app to track pregnancy for first time mothers?

TAM

Total Addressable Market (TAM) is the total available opportunity for your product or services

Top down

Uses secondary market (i.e. industry research) to estimate the size of your addressable market

Bottom up

uses your own company data to build reliable market boundaries and sales goals

TAM : Top down

- Number of females in Ireland ?
- Number pregnant annually?
- Number of first time mothers?



BHM = first time mothers



TAM : Top down

- Number of females in Ireland: 2, 465, 802
- Number pregnant annually: 75713-75766
- Number of first time mothers : 30,306

BHM = first time mothers

<https://countrymeters.info/en/Ireland>



WHAT IS CRITICAL FOR AN EFFECTIVE BOTTOM UP TAM APPROACH?

Realistic data
Realistic estimation

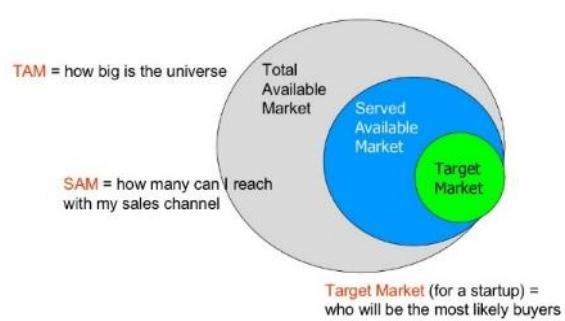
**WHAT IS CRITICAL FOR AN EFFECTIVE
BOTTOM UP TAM APPROACH?**

For a solid estimate of **TAM** you'll need :

1. The **total** population of potential users
2. How **many** of the products will be purchased at a time?
4. How **often** will the product be purchased?
5. What is the intended **selling price** of the product?

$$TAM = € 1 * 2 * 3 * 4$$

Total Addressable Market



Is the market big enough to be interesting?

Do you still feel good about the BHM?



EXAMPLE – EXAMPLE - EXAMPLE

From professional athletes to casual gym users, improving and maintaining one's fitness is an enduring challenge. **For those who lift weights in particular,** building muscle is dependent on performing the exercises correctly for any given number of repetitions. Incorrect form and movement can lead to significant injury.



EXAMPLE – EXAMPLE - EXAMPLE

Problem to solve

Lack of Properly Trained Spotters



Fitness Tracking



What could the technological solution be?

They won't know until they really understand the target customer and their problems first



Technology to help the successful performance of weightlifting exercises

What could the technological solution be?

They won't know until they really understand the target customer and their problems first

- Machine learning, computer vision etc.



Technology to help the successful performance of weightlifting exercises

What are your market segments?

Weight lifting racks with embedded technology

Technology to help the successful performance of weightlifting exercises



What are your market segments?

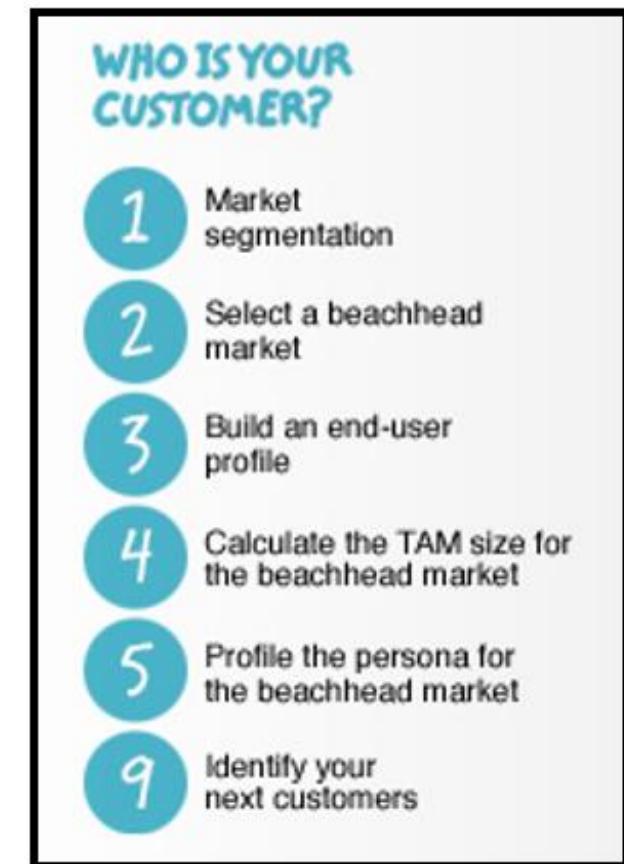
Weight lifting racks with embedded technology

- Ordinary gyms
- High end gyms
- University gyms
- Home gyms
- Rehab facilities
- Apartments/hotels
- Olympic athletes

Technology to help the successful performance of weightlifting exercises



Weight lifting racks with embedded technology



Step 1 : Segmentation

Chain gyms (High End)

Weight lifting racks with embedded technology

	Chain Gyms (Discount/Mains stream)	Chain Gyms (High end)	Sority Athletic Weight Rooms (College)	Professional Weight Rooms	Home Gyms	Rehab Facilities	Apartment/Hotel / Offices	Olympic Training Facilities	High End Non Chain Gyms
Examples	YMCA, Gold's Gym, Anytime Fitness, Planet Fitness, etc	Equinox, LA Fitness, David Barton, New York Sports Club	School Facilities	<ul style="list-style-type: none"> Team Facilities Home Gyms Private Training Facilities 	Home Gym	<ul style="list-style-type: none"> Joint Ventures (etc), Brigham Young Women's Hospital (etc) 	<ul style="list-style-type: none"> Finance/Consulting Offices High end apartments/hotels 	<ul style="list-style-type: none"> Training complex in CO, NC, etc 	<ul style="list-style-type: none"> Velocity sports performance, etc
Pros	<ul style="list-style-type: none"> Market size Expand to other locations 	<ul style="list-style-type: none"> Prioritize top of the line Expand to other locations More money 	<ul style="list-style-type: none"> Care about athlete improvement, health, and safety Easier to expand to follow on markets 	<ul style="list-style-type: none"> Care about athlete improvement, health, and safety Easier to expand to follow on markets 	<ul style="list-style-type: none"> Prioritize safety Wealthy Large market 	<ul style="list-style-type: none"> Expand to other locations Prioritize safety and patient improvement Progress tracking is huge 	<ul style="list-style-type: none"> Some not supervised – safety is important Expand to other locations 	<ul style="list-style-type: none"> Care about athlete improvement, health, and safety Easier to expand to other markets 	<ul style="list-style-type: none"> Care about athlete improvement, health and safety.
Cons	<ul style="list-style-type: none"> Value Proposition Limited funds 	<ul style="list-style-type: none"> Value Proposition Limited funds 	<ul style="list-style-type: none"> Contacts Difficult to expand to other colleges 	<ul style="list-style-type: none"> Contacts Difficult to expand to other facilities Want things for free 	Difficult to expand	<ul style="list-style-type: none"> Funds may be limited Patients do not typically lift heavy weights 	<ul style="list-style-type: none"> Not a main part of business More serious athletes do not frequent these locations 	<ul style="list-style-type: none"> Contacts Market size 	<ul style="list-style-type: none"> Difficult to expand to other locations Trainers usually there to spot and track
Motivations (for economic buyer)	<ul style="list-style-type: none"> Money – bringing in new customers, retaining old ones 	<ul style="list-style-type: none"> Money – bringing in new customers, retaining old ones Image 	<ul style="list-style-type: none"> Athlete Improvement Recruiting athletes 	<ul style="list-style-type: none"> Athlete Improvement 	<ul style="list-style-type: none"> Safety Athlete Improvement Money 	<ul style="list-style-type: none"> Athlete improvement Less time spent monitoring and tracking patients 	<ul style="list-style-type: none"> Money – Attracting customers or employees Happiness/well being of employees 	<ul style="list-style-type: none"> Athlete Improvement 	<ul style="list-style-type: none"> Money – Attracting new customers Athlete improvement
Regulatory Climate	Regulated	Regulated	Regulated	Regulated	Regulated	Regulated	Regulated	Regulated	Regulated
Competitive Environment	Highly Competitive	Highly Competitive	Highly Competitive	Highly Competitive	Highly Competitive	Less competitive	Highly Competitive	Highly Competitive	Highly Competitive
Early Adopters	No	Yes	Yes	Yes	Varies	No	No	Yes	Yes

Step 2 : Beach Head Market

Weight lifting racks with embedded technology

- *High End Chain Gyms*

- *Pros*

- *Less concerned with equipment price*
 - *More concerned with image*
 - *Easier to expand into other locations*
 - *Easier to expand into follow on markets*
 - *Large Market Size*



- *Cons*

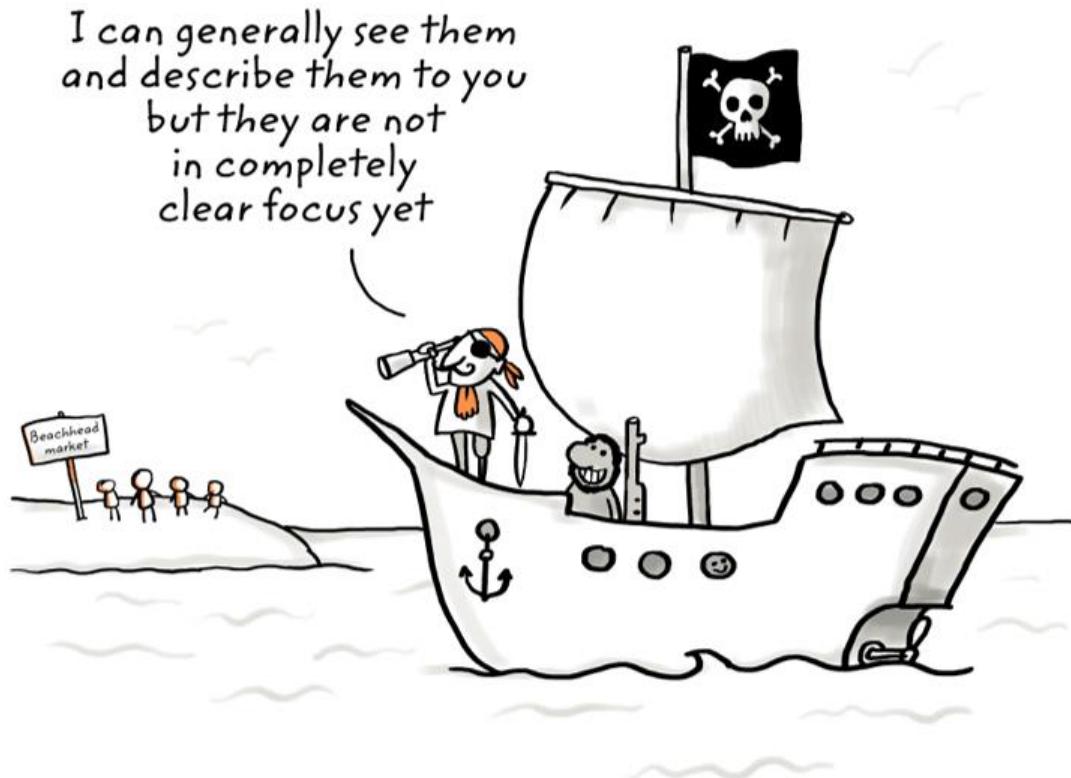
- *Current lack of contacts*
 - *Equipment will have to be extremely good quality/high end*
 - *Value proposition – improving athletes isn't their main motivation*

- *Other Potential Markets*

- *Varsity Athletics Programs/Professional Programs*
 - *Home Gyms*
 - *Mainstream/Budget Gyms*



Step 3 : Target Customer Profile

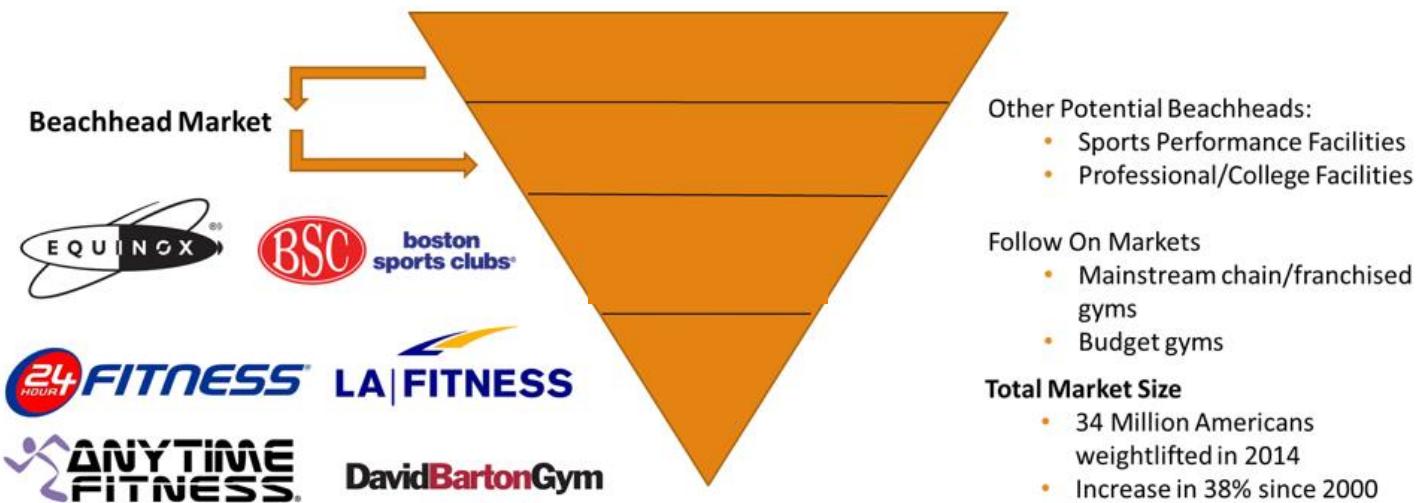
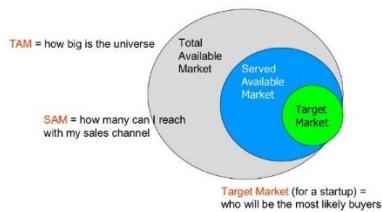


Step 3 : Customer Profile

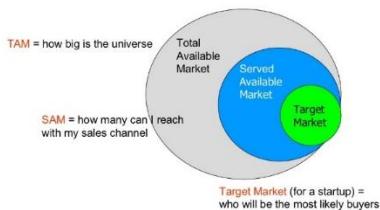
- Males + Females
- 25-45
- Lifts at least 4 times/week
- Brings notepad to gym



Step 4 : TAM



Step 4 : TAM



Perch is software-enabled gym hardware that uses a combination of computer vision and machine learning to track your movement during weightlifting and provide you with instant feedback

EXAMPLE – EXAMPLE - EXAMPLE

← → ⌂ perch.fit

Apps Customize Links Free Hotmail Windows Marketplace Windows Media Windows Imported From IE New Tab app inventor from... pivot stick maker moviemaker chi running

Perch

HOME JOBS BLOG RESOURCES ABOUT US CONTACT



Eyes where you need them most.

camera icon Versatile

Use camera vision and machine learning to effortlessly quantify athlete power, velocity, bar path, and more.

wrench icon Compact

Rapidly attach to any weight rack in minutes.

clock icon Passive

No strings. No wearables. No change to weight room workflow.

Maximize every rep.

💡 Educate



Conclusions

1. Good PMR is talking and observing and testing, and when possible doing (i.e., immersion)
2. Once you know the end user profile, you can assess future interactions with potential customers to determine whether they are actually in your end user profile and are worth your time
3. Estimating the TAM helps you estimate the total revenue you could achieve

Todo

- Create your reflective portfolio
- Start showing the evolution of your product idea

<https://blog.hubspot.com/marketing/free-portfolio-websites>

Rough Planning

wk	Topic	Assignment	%
1	Introduction to course; Entrepreneurship; Innovation vs Invention	Team: Name & Members	
2	Entrepreneurship Process; Creativity		
3	Idea Generation Techniques; Scamper	Idea Generation / SCAMPER	10
4	Market Segmentation; Beachhead Market; End-user profile; TAM (Total Addressable Market)	Portfolio (including approach taken to idea generation, plus Market Research and Segmentation; Beachhead Market; End-user profile; TAM (Total Addressable Market))	15
5	Customer Persona	Customer Persona	10
6	High level spec; Quantify Value Proposition; Commercial Position	QVP; Brochure	10
7	Business Model Canvas	Business Model Canvas	10
8	Sales and Customer Acquisition Processes		
9	Lifetime Value (of acquired customer); Cost of Customer Acquisition		
10	Video overview		
11	Video editing		
12	Video presentations	Video	30
	Submit Video to EI competition		10

Rough Planning

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2	Entrepreneurship Process; Creativity		
3	Idea Generation Techniques: SCAMPER	Idea Generation / SCAMPER	10
4	Market Segmentation; Beautiful Market; End-user profile; Total Addressable Market)	<p>For every piece of work:</p> <ul style="list-style-type: none"> • Always include Team name + members • Back up your statements with research - cite where you use facts, figures, broad sweeping statement • Every table and figure needs a number & caption and reference in the text 	ation, plus 15
5	Customer Persona		10
6	High level spec; Quantify Value Proposition; Commercial Position		10
7	Business Model Canvas	Business Model Canvas	10
8	Sales and Customer Acquisition Processes		
9	Lifetime Value (of acquired customer); Cost of Customer Acquisition		
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End

Questions?

